PRODECENTRALIZATION PROGRAM
ANNUAL REPORT FY 3 2015
OCTOBER 2014 - SEPTEMBER 2015

PERU PRODECENTRALIZATION PROGRAM

ANNUAL REPORT FY 3 - 2015
(OCTOBER 2014 – SEPTEMBER 2015)

October 2015

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ACRONYMS AND ABBREVIATIONS

ACFFAA	*Agencia de Compras de las Fuerzas Armadas* (Procurement Agency of the Armed Forces.)
AMPE	*Asociación de Municipalidades del Perú* (Peruvian Municipalities Association)
ANGR	*Asamblea Nacional de Gobiernos Regionales* (National Regional Governments Assembly)
APN	*Atención Pre-Natal (Prenatal care)*
ARA	*Autoridad Regional Ambiental* (Regional Environmental Authority)
CAT	Training and Technical assistance (capacitación y asistencia técnica)
CENEPRED	*Centro Nacional de Estimación, Prevención y Reducción de Riesgos de Desastre* (National Center for Disaster Risk Estimation, Prevention and Reduction)
CEPLAN	*Centro Nacional de Planeamiento Estratégico* (National Center for Strategic Planning)
CGR	*Contraloría General de la República* (National Comptroller's Office)
CONADIS	*Consejo Nacional para la Integración de la Persona con Discapacidad* (National Council for Disabled people)
COPARE	*Consejo Participativo Regional de Educación* (Participatory Regional Education Board)
COPALE	*Consejo Participativo Local de Educación* (Participatory Local Education Board)
CRED	*Control del Crecimiento y Desarrollo del Niño Menor de Cinco Años* (Growth and development control of children under five years)
DEVIDA	*Comisión Nacional para el Desarrollo y Vida sin Drogas* (National Commission for Development and Life without Drugs)
DIRESA	*Dirección Regional de Salud* (Regional Direction of Health)
DP	*Defensoría del Pueblo* (Ombudsman´s Office)
DRE	*Dirección Regional de Educación* (Regional Direction of Education)
FOCAS	Functional Organization Capacity Assessment
FONIE	*Fondo para la Inclusión Económica en Zonas Rurales* (Fund for Economic Inclusion in Rural Areas)
FY 2015	Fiscal Year 2015
GGD	*Grupo de Gestión Descentralizada* (Decentralized Management Groups -DMG, Cluster´s)
GIZ	*Gesellschaft Für Internationale Zusammenarbeit*
GOP	Government of Peru
ICI	Index of the institutional capacities
IGP	*Instituto Geofísico del Perú* (Geophysical Institute of Peru)
INDECI	*Instituto Nacional de Defensa Civil* (National Institute of Civil Defense)
JNE	*Jurado Nacional de Elecciones* (National Jury of Elections)
MCLCP	*Mesa de Concertación Para la Lucha Contra la Pobreza* (Roundtable on the Fight Against Poverty)
MEF	*Ministerio de Economía y Finanzas* (Ministry of Economy and Finance)
MIDIS	*Ministerio de Desarrollo e Inclusión Social* (Ministry of Development and Social Inclusion)
MGD	*Matriz de Gestión Descentralizada* (Decentralized Management Matrix-MGD
MIMP	*Ministerio de la Mujer y Poblaciones Vulnerables* (Ministry of Women and Vulnerable Populations)
MINDEF	*Ministerio de Defensa* (Ministry of Defense)
MINEDU	*Ministerio de Educación* (Ministry of Education)

MINJUS	*Ministerio de Justicia y Derechos Humanos*. (Ministry of Justice and Human Rights)
M&E	Monitoring and Evaluation
ONDS	*Oficina Nacional de Diálogo y Sostenibilidad* (National Dialogue and Sustainability Office)
ONG	*Organización No-Gubernamental* (Non-governmental Organizations)
OSINFOR	*Organismo de Supervisión de los Recursos Forestales y de Fauna Silvestre* (Agency for Supervision of Forest Resources and Wildlife)
CSOs	Civil Society Organizations
PCM	*Presidencia del Consejo de Ministros* (Prime Minister's Office)
PEI	*Plan Estratégico Institucional* (Institutional Strategic Plan)
PEMP	*Plan Educativo de Mediano Plazo* (Mid-Term Education Plan)
PI	*Plan de Incentivo Municipal* (Municipal Incentive Plan)
PIPs	Public Investment Projects
PMP	Program Monitoring and Evaluation Plan
PROVÍAS DESCENTRALIZADO	*Proyecto Especial de Infraestructura de Transporte Descentralizado* (Special Project on Infrastructure of decentralized transport)
QSIP	*Plan de Mejora de la Calidad de Servicios* (Quality Service Improvement Program)
REMURPE	*Red de Municipalidades Rurales del Peru* (Peruvian Rural Municipalities Network)
SD/PCM	*Secretaría de Descentralización*-PCM (Decentralization Secretariat at the Prime Minister's Office)
SERVIR	*Autoridad Nacional del Servicio Civil* (National Authority on Civil Service)
SGP/PCM	*Secretaría de Gestión Pública*-PCM (Public Management Secretariat of the Prime Minister Office – PCM)
SINAGERD	*Sistema Nacional de Gestión del Riesgo de Desastres* (National Disaster Risk Management System)
SUSALUD	*Superintendencia Nacional de Salud*
TA	Technical Assistance
UGEL	*Unidad de Gestión Educativa Local* (Local Education Management Unit)
UNICEF	United Nations Children Funds
USAID	United States Agency for International Development

ANNUAL REPORT

EXECUTIVE SUMMARY

This report covers a year marked by turnover in sub-national government authorities following regional and local elections towards the end of 2014. Newly elected officials took office in January 2015. As a result, the Program noted significant changes in technical personnel among the regional and local governments participating in the ProDecentralization Program. The most significant changes took place among high-level authorities, which forced the Program to redirect efforts early in 2015 toward engaging with new authorities and renewing commitments for collaborative efforts to improve institutional capacity and the delivery of prioritized services. The Program continued to work with each of the governments as planned, except for two (the Regional Government of Madre de Dios and the District Municipality of Laberinto, located in the same Department), which declined to work with the international donor community. The Program duly and timely reported this situation to USAID.

There were also significant changes at the central government level, particularly within the Prime Minister´s Office (*Presidencia del Consejo de Ministros*-PCM in Spanish). However, close coordination with USAID and quick action to engage with new authorities, allowed ProDecentralization activities to continue as planned.

In this context, main advances in Program implementation during FY3-2015 are:

Task 1: Improve Key Policies and Reforms

In providing technical assistance to promote decentralization processes and improve local governance, the Program redoubled efforts to encourage coordination and facilitate linkages among the three levels of government. To this end, technicians gathered experiences and practices from the region that could be replicated or expanded as a means to improved national policy. As a result, the USAID ProDecentralization Program continuously promoted dialogue between public sector and civil society actors to improve public policy. Some results are the following:

➢ The development and approval of a Decentralized Management Matrix (MGD in Spanish) for Education. Under Ministerial Resolution 195-2015 published on March 21, 2015 in the official gazette *El Peruano*, the MINEDU officially instituted the MGD for the education sector. This legal instrument was developed with ProDecentralization technical assistance.

➢ The development of a web-based Knowledge Management Platform and transfer to the PCM/SGP. The platform is in operation and planned as one of the SGP´s key resources of the Knowledge Management component, as a pillar of State modernization policy.

➢ The agenda of the 2014 Annual Report on Decentralization Process was included in the Annual Report on Decentralization prepared by the Congressional Committee on Decentralization, Regionalization, Local and Modernized Governments.

➢ The Program joined efforts with the Executive branch (the Ministry of Culture, Ministry of Education, Office of the Comptroller General, National Office on Dialogue and Sustainability and PCM/CENEPRED) to produce user-friendly regulatory material for effective implementation of at least five public policies within a framework of decentralized management.

➢ 558 individuals (321 men and 237 women) participated in 12 events on public policy dialogue organized by the ProDecentralization Program, some of them organized in alliance with sub-national governments associations.

Task 2: Strengthen Decentralized Sub-National Institutions in Target Regions

The Program, also, intensified efforts to provide governments of the Decentralized Management Groups-GGDs (Amazonas, Loreto, Madre de Dios, San Martin and Ucayali) with technical assistance aimed at improving quality in prioritized public services delivery with increased emphasis in intergovernmental coordination, institutional capacity strengthening in order to ensure compliance with duties, as well as improved prevention, management of social conflicts and disaster risk management. Some results are as follows:

➢ A total of 27 authorities (22 newly elected authorities and five re-elected) from governments members of the GGD[1] confirmed their commitment to work on the improvement of prioritized services through the practices of intergovernmental coordination.

➢ 92% of decentralized governments that comprise the first five GGDs have comparative data (2013, 2014 and 2015) to measure progress. The Program confirms that overall, the Institutional Capacity Index (ICI) went up in 2015 when compared to data from 2014.

➢ 41 regional councilors (Amazonas: 8; Loreto: 5; Madre de Dios: 8; San Martin: 12; and Ucayali: 8) and 98 municipal councilmembers (Amazonas: 12; Loreto: 15; Madre de Dios: 18; San Martin: 41; and Ucayali: 12) strengthened their capacity to efficiently perform their duties for representation, regulation and control as a result of participation in the ProDecentralization training program.

➢ The Program reports progress in institutionalizing improvements of service quality:

  ▪ 100% of health centers in Loreto (four) and Amazonas (four) now have officially-approved improvement plans in place for CRED services.

  ▪ 60% of the GGD member governments in Ucayali (three out of five) included service quality improvements in their POI on solid waste collection services (PM in Coronel Portillo and DM in Yarinacocha and Manantay).

  ▪ 100% of the municipal governments in Madre de Dios (Tambopata, Inambari and Las Piedras) updated their service quality improvement plans with vision, values and mottos for their services. The plans also provide general and specific objectives, diagnostics on collection processes, accomplishments from previous plans and current areas for improvement.

  ▪ San Martin continues with the implementation of the Regional Plan on Education approved by the former regional government.

➢ With regard to specific improvements in the prioritized services:

  ▪ The UGEL Lamas – GGD **San Martin** reduced the number of days of service for distribution of educational material from 61 days (2014) to 34 days (2015), exceeding the target of 58 days.

  ▪ Two GGD report the increased of the weekly frequency of solid waste collection services as follows:

    o **Ucayali:** the PM in Coronel Portillo went from an average of 4.75 times per week in 2014 to six times per week in 2015. The DM in Manantay increased from twice a week in 2014 to 4.3 times a week in 2015. The DM in Nueva Requena had an average of three times per week in 2014 and increased to six times per week in 2015.

    o **Madre de Dios:** the PM in Tambopata from 4.16 times a week on 2014 a 4.17 times a week on 2015. The DM in Inambari increased from 1.4 per week in 2014 to 1.78 times a

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[1] In the case of Madre de Dios, as mentioned, the new Regional Governor expressed his decision to be directly responsible for all donor resources and rejected any possibility of working in cooperation with donor agencies. Similarly, the MD in Laberinto verbally conveyed its decision to refuse ProDecentralization assistance.

week in 2015. The DM in Las Piedras went from 1 time a week in 2014 to 1.13 times a week in 2015.

- GGD **Loreto** reports improvements in waiting times for outpatient services: the health center in Bellavista Nanay reduced wait times by five minutes from 2014 to 2015. The health center in Moronacocha cut wait times by ten minutes. The health center in 6 de Octubre cut waiting time by 46 minutes (from 1 hour and 56 minutes in 2014 to 40 minutes in 2015).
- **GGD Condorcanqui-Amazonas** shows the following advances: The health center in KigKis reviewed, classified and systematized 100% of patient files. The one in Galilea is 30% complete and the health center in Huampami completed 100% of the process.

➢ With regard to capacity strengthening to effective manage and respond to conflict and natural disasters, the Program reports the following progress:
- Institutionalization of the offices, teams or units that already work on promoting dialogue and preventing social conflict in the regional governments of Loreto and San Martín.
- Inclusion of components on disaster risk management in the Coordinated Development Plan of the Amazonas Regional Government and supporting the regional governments in San Martin and Ucayali to prepare their contingency plans in the face of increased threats from El Niño weather phenomena.

Task 3: Enhance Transparency Mechanisms and Citizen Participation

ProDecentralization moved forward throughout FY2015 to improve transparency mechanisms and citizen participation within an open government framework as part of the National Policy to Modernize Public Administration at the national and sub-national levels:

➢ The Program worked closely with the Public Management Secretariat of the Prime Minister´s Office (PCM/SGP) to strengthen its regulatory capacity on open government (access to public information, accountability and citizen participation), some results are the following:

- Strengthened capacity among 153 public servants (18 women and 19 men) from various ministries and 116 officials from Executive Branch agencies. Participants are now capable of replicating the training on open government within their own institutions in 2015 (applying Program 1). INDECOPI already succeeded in replicating the training earlier in 2015.
- Strengthened capacity among 180 public servants (71 women and 109 men) on open government as applicable to sub-national governments.

➢ ProDecentralization promoted joint collaboration among regional and local government members of the five GGD by providing technical assistance and training for public servants responsible for responding to requests for public information and for updating transparency instruments in public administration. Some results are summarized below:

  o Completed quick diagnostic on the status of citizen participation and oversight mechanisms in the Loreto GGD districts (San Juan Bautista, Fernando Lores and Indiana) as well as in the San Martin GGD (Barranquita) to plan next actions.

  o The Regional Department of Education in San Martin approved procedures and instructions to fulfill requests for public information under Directorial Resolutions 642 and 643-2015-GRSM/DRE.

  o The Coronel Portillo Provincial Municipality set up a one-stop window to access public information in compliance with the Law on Transparency and Access to Public Information.

  o Councilmembers from the Condorcanqui Provincial Municipality drafted municipal ordinance to elect representatives to the Local Provincial Coordination Council.

  o The Belen District Municipality issued official acknowledgement and assumed technical assistance for the citizen oversight team on CRED services.

     o   The Rio Santiago District Municipality implemented their transparency mural.

Additional main results:

✓ Strengthened San Martin local education management model through the creaction of local management teams in each of the 10 UGELs.

✓ Four (4) CRED improvement plans, which include a gender approach approved in Condorcanqui-Amazonas (Health Centers in Galilea, Kigkis, Nieva and Huampami)

✓ In terms of private sector involvement in Program activities to improve public services in the Amazonia, during FY3-2015, ProDecentralization forged alliances with *Cervecería Peruana Backus y Johnston S.A.A., ALICORP*, and the School of Architecture and the School of Social Sciences of the Catholic University.

✓ The targeted sub-national governments leveraged a total amount of US$866,776 from public funds and private support, with ProDecentralization assistance.

✓ Finally, out of the 29 indicators in the current PMP, 26 have targets for Year Three. Of these, the Program **met or surpassed the target for 24 of the indicators**, as shown in the Annual PMP report.

> *"We used to get up before dawn to make sure we would be seen at the health center…we got up at 4:00 a.m. to make sure we could be in by 7:00 a.m." "We now have a much shorter wait and we´re asked if we prefer our appointment in the morning or in the afternoon. If you can´t take your child in for monitoring, a nurse can come to your home …"*
>
> *Esther Chavez Vargas*
>
> *CRED Service User of "6 De Octubre" Health Center, Belen – Iquitos/Loreto.*
>
> *Esther takes her daughter in for CRED monitoring. Waiting times used to extend to one hour and 56 minutes, with ProDecentralization technical assistance, waiting times are now down to 40 minutes.*

INTRODUCTION

This report summarizes progress over Year Three of the USAID ProDecentralization Program. It is worth pointing out that the Program is now unfolding upon a solid foundation whereby future activities will focus on strengthening and transferring processes to ensure sustainability of the improved delivery of prioritized services in the health, education and environmental sectors in Amazonia. The Program has made headway within a context of significant changes at the sub-national level and increased political tensions at the national level.

This report covers a year marked by turnover in sub-national government authorities following regional and local elections towards the end of 2014. Newly elected officials took office in January 2015. As a result, the Program noted significant changes in technical personnel among the regional and local governments participating in the ProDecentralization Program. The most significant changes took place among high-level authorities, which forced the Program to redirect efforts early in 2015 toward engaging with new authorities and renewing commitments for collaborative efforts to improve institutional capacity and the delivery of prioritized services. The Program continued to work with each of the governments as planned except for two (the Regional Government in Madre de Dios and the District Municipality in Laberinto), which declined to work with the international donor community. The Program duly and timely reported this situation to USAID.

The Program also reports significant changes at the central government level, particularly within the Presidency of the Council of Ministers (*Presidencia del Consejo de Ministros*-PCM in Spanish). At the beginning of FY2015, Congresswoman Ana Jara headed up PCM. In April, however, Congress removed her from office and Pedro Cateriano, the Minister of Defense up to that point, replaced her. This change also led to personnel turnover in the office of the Secretary General, as well as within ONDS, CENEPRED, CEPLAN and PCM-SGP. Fortunately, the Program reports that close coordination with USAID and quick action to engage with new authorities allowed ProDecentralization activities to continue as planned.

Over the last few months, Peru has seen a rise in social conflicts breaking out in various parts of the country, including Loreto in Amazonia. There have also been a number of reports alleging corruption that involves political groups currently represented in office. These events have also influenced national and local policies. Similarly, the upcoming national elections are contributing to heightened political tension that does not bode well for adopting reforms of any real significance. On the flip side however, the national election process could also provide an opportunity to foster public debate on key development issues, as well as on the need to strengthen the state to be both effective and decentralized in providing services. To this end, ProDecentralization reports working with other USAID projects and prestigious institutions in alliances --ensuring by the end of FY2015 (Year Three)—that there are important spaces for policy dialogue available to develop policy initiatives that should be prioritized by those who are voted into public office during the upcoming national elections. This report highlights progress to move this initiative forward and underscores the improvements and positive changes that are underway to deliver the services that have been prioritized for inter-governmental coordination within the GGDs.

Furthermore, the Annual Report includes the Environmental Mitigation Report, the PMP Annual Report and a success story that illustrates satisfaction by a user of a Loreto Health Center upon noting improvements in CRED service delivery at the *6 de Octubre* Health Center in Belen, Loreto

Finally, the Report also includes consolidated information on annual results and financial reports.

Progress reported to date is possible thanks to the confidence of public institutions, civil society, other international donor programs coordinating with ProDecentralization, and, most especially, that of USAID and the Democratic Initiatives Office.

PROGRAM RESULTS (TASKS)

1. TASK 1: IMPROVE KEY POLICIES AND REFORMS

In providing technical assistance to promote decentralization processes and improve local governance, the Program redoubled efforts to encourage coordination and facilitate linkages among the three levels of government. To this end, technicians gathered experiences and practices from the region that could be replicated or expanded as a means to improved national policy. As a result, the USAID ProDecentralization Program continuously promoted dialogue between public sector and civil society actors to improve public policy.

> *"……The task to develop a decentralized management matrix (MGD in Spanish) as a tool for the education sector has been arduous. It implied structuring responsibilities assigned to each of the three levels of government to manage education services. We share the matrix with those of you today that comprise the MGD Technical Team as we express our appreciation to the USAID/Peru ProDecentralization Program for invaluable technical support and input in developing the matrix. We are committed to continue working in coordinated fashion to face new challenges during implementation and to develop MGDs for other processes we will seek to improve…"*
>
> *Alex Ríos Céspedes*
> *Director General - Dirección General de Gestión Descentralizada*
> *Ministerio de Educación*
> *(Oficio N° 001-2015-MINEDU/VMGI-DIGEGED, del 27 de marzo 2015)*

➢ The principal contribution of the Program in FY2015 in working toward inter-governmental coordination, decentralized management and a strengthened regulatory framework with public policies directly linked to decentralization has been to provide technical assistance throughout the process to develop a Decentralized Management Matrix (MGD in Spanish) for Education.

Under Ministerial Resolution 195-2015 published in the *El Peruano* official gazette on March 21, 2015, MINEDU officially instituted the MGD for the education sector. The MGD covers the management processes for teacher development, educational material and resource management, as well as those for school maintenance and infrastructure. The MGD is now, in effect, a legal regulation for mandatory compliance. Once the MGD was approved as a legal regulation, the Ministry launched an effort to disseminate the Matrix for nationwide application and an effort to promote replication in other sectors. Similarly, the Program provided technical assistance as necessary for implementation in the department of San Martin with plans to expand into Ucayali in FY2016.

➢ The Program has also provided technical assistance on additional regulations or guidance to improve decentralized management and approved by the corresponding regulatory authorities as summarized below:

▪ Working with the Office of the Comptroller General to approve Directive 008-2014-CG/PCOR: "Transfer Administrative Management to Regional and Local Governments" under Comptroller Resolution 528-2004-CG published on October 29, 2014. The Directive was implemented under an alliance with associations of sub-national governments (ANGR, AMPE and REMURPE). In addition, the Program joined forces with other international donor agencies such as UNICEF, AECID, etc. to reach a total of 677 public servants from 42 sub-national governments, including incumbents and authorities-elect.

▪ Ministerial Resolution 016 -2014 issued by the Ministry of Culture on December 30, 2014 approved guidance on public services with cultural relevance (applying an inter-cultural approach to managing public services). The guidance provides specific concepts and instructions for public officials to apply an intercultural approach when delivering public services.

- The Program provided SERVIR with technical assistance to strengthen processes to officially institute policies to reform civil service as described below:

  - ProDecentralization organized two workshops to discuss and validate the instrument for guidance on restructuring public agencies. The workshops included participation of authorities from a number of public agencies under the central government and a technical meeting with experts that enabled SERVIR to analyze input to improve the guidance. The input included comments by officials responsible for implementing the guidance in each of their organizations, insights into the degree of comprehension of the guidance within each organization and identification of aspects that facilitate implementation of the guidance.

  - The Program organized an event to validate instructions to implement regulations on preparing and approving personnel positions in public sector institutions (CPE in Spanish). The event included the participation of the individuals responsible for implementing the regulations in those institutions transitioning to the system under the Civil Service Law. A total of 30 individuals participated (16 men and 14 women) from 12 central government agencies (CEPLAN, DEVIDA, MINDEF, MINJUS, PROVIAS *Descentralizado*, SERVIR, SUSALUD, CONADIS, OSINFOR, IGP, ACFFAA). The event also provided an opportunity to develop operational recommendations for the participating institutions to facilitate the process in those that were not yet transitioning to the new system of that were in the initial stages of implementation.

- The Program worked at the sub-national level to provide technical assistance to governments in the ProDecentralization target area, resulting in the approval of the guidance or normative instructions listed below:

  - Directoral Resolutions 036 and 037 dated October 5, 2015 to approve guidance on including a gender focus to provide CRED monitoring and pre-natal assistance, respectively. The guidance is to be applied in each of the 52 health centers in the Condorcanqui health network.

  - Regional Ordinance 373 by the Regional Government of Amazonas/CR, dated August 25, 2015, to approve the establishment and acknowledgement of the citizen oversight committees to monitor public investment projects in the Amazon region.

  - Draft Regional Ordinance on the use of inclusive language as approved by the Commission for Social Development under the San Martin Regional Council. The ordinance will promote progress in applying a crosscutting gender approach throughout all aspects of the regional government.

  - Program assistance to complete five capacity development plans (Tambopata Provincial Municipality, Las Piedras District Municipality and Inambari District Municipality in Madre de Dios, together with the Condorcanqui Provincial Municipality and the Rio Santiago District Municipality in Amazonas).

  - The Program provided support to complete the Development Plan for Persons from the Ucayali Regional Government as approved under Regional Executive Resolution 0598-2015-GRU-GR, dated July 13, 2015.

  - The Program worked with the Regional Government of San Martin to complete their compendium of position descriptions, as approved under Regional Executive Resolution 1279-2014-GRSM/PGR, dated October 1, 2014.

  - With Program support, the provincial government in Tambopata, Madre de Dios issued Ordinance 011-2015-CMPT-SO dated June 30, 2015 to approve the comprehensive environmental management plan for solid waste PIGARS in Spanish).

  - Municipal Ordinance 015-2015-MPCP dated June 19, 2015 to regulate solid waste management in the district of Callerea, in the provincial municipality of Coronel Portillo, Ucayali.

  - Directive 003-2015-DRE-SM-S.G. on procedures in response to requests for public information at the Regional Department of Education in San Martin, as approved by Regional Directoral Resolution 0643-2015-GR SM/DRE dated March 27, 2015.

  - In addition, the Program worked with 21 decentralized governments to complete their institutional operating plans (POIs in Spanish).

➢ The Program organized 23 meetings for strategic dialogue among key actors from the national level and at least an additional 27 at the sub-national level. The meetings produced the following results:

   ▪ Identify issues and follow up on the Program´s collaborative efforts with regulatory organizations at the national level, in particular with PCM and in general with the sectors involved in the services prioritized by ProDecentralization.

   ▪ Provide continuity to the work undertaken at the sub-national level with 95% of the newly elected authorities in the sub-national governments working with the Program (27 out of 29).

➢ ProDecentralization organized 12 events for public policy dialogue with the participation of 558 individuals (321 men and 237 women) as summarized below.

   ▪ Amazonas: panel discussion on gender analysis within social programs to reduce chronic child malnutrition.

   ▪ Lima: public event to present the 2014 Annual Report on Decentralization for discussion with sub-national governments (ANGR, AMPE and REMURPE).

   ▪ Lima: 01 event for presentation of the study Regional Governments at the beginning of its second decade. 46 success stories of the regional public management, in support to the ANGR: January 26, 2015

   ▪ San Martín and Ucayali: presentation and dialogue on key findings from the 2014 Annual Report on Decentralization.

   ▪ Lima: a total of seven events to discuss public policy in the health sector (two), education sector (two), decentralization process (two) and conflict management (one).

➢ The Program took delivery of a study on gender analysis of the social programs designed to combat chronic child malnutrition in the province of Condorcanqui, Amazonas. The Program plans to use the study in support of activities to strengthen activities in the area using a gender approach, especially to strengthen capacity among women leaders.

➢ The Program provided assistance to develop a web-based Knowledge Management Platform and transfer it to PCM/SCP. The platform is operational and is planned as one of SGP´s key resources for the Knowledge Management component as a pillar of state modernization policy.

➢ Over the course of FY2015 (Year Three), two experiences on decentralized management documented and systematized by ProDecentralization were published by the ANGR in January, as part of a document on regional governments at the beginning of the second decade and 46 successful experiences in regional public administration success stories(*Los Gobiernos Regionales al inicio de su segunda decada. 46 experiencias de exito de la gestion publica regional*).

- The Regional Environmental Authority (ARA in Spanish) within the San Martin Regional Government and institutional milestones up to October 2013, and
- The technical team for dialogue and sustainability under the San Martin Regional Government: institutional milestones up to February 2014.

The experiences were presented at a public event with more than 100 participants and a thousand copies of the document were published for distribution. In addition, ANGR disseminated highlights from the document through communication outlets and social media.

➢ Over the last year, the Program also documented three decentralized management experiences as a means to improve public policy at the national and sub-national levels, as follows:

- Document the experience of the Decentralized Management Group (GGD in Spanish) in Lamas (comprised of the San Martin Regional Government, the provincial municipality in Lamas, and the district municipalities in Zapatero, Cunumbuqui andTabalosos) to improve distribution of educational material in the Lamas province.
- Document the experience to improve learning results in the Barranquita District, Lamas Province, San Martín.
- Document the experience to develop a Decentralized Management Matrix (MGD in Spanish) for education. In coordination with MINEDU, the document became the basis for a publication on guidance to develop MGDs in education.

➢ In similar fashion, the Program completed the process to systematize two experiences that were documented in the previous fiscal year (FY2014, Year Two), as summarized below.

- Intergovernmental coordination strategy within the regional GGD (comprised of the Regional Government, the Tambopata Provincial Municipality and the district municipalities of Inambari, Laberinto and Las Piedras).
- The Sachaca District Municipality´s experience using a mechanism of "public works for taxes" to improve a local thoroughfare (under the provisions of Law 29230 to promote regional and local public investment in partnership with the private sector). Backus Corporation provided funding to publish the systematized experience.

In addition, each of the systematized experiences can be found of the PCM/SCP Knowledge Management Platform.

➢ In working with SERVIR, a ProDecentralization expert contributed to the debate in Peru on public governance as follows:

1. Provided a presentation on multi-level governance and capacity building during the international conference entitled Public Governance in Peru: Civil Service and OECD Standards for Human Resource Management, and

2. Participated in the working group on civil service reform and multi-level governance in Peru.

Both activities took place in Lima on September 3-4 in events attended by approximately 400 public servants.

> *"The Ministry of Culture is focused on developing instruments and supporting processes to include cross-cutting approaches for an inter-cultural focus. Tools such as the guidelines take us one step further in making gradual adjustments to public service delivery using clear standards and productive tools that ensure more efficient service based on the cultural identity of the citizens being served."*
>
> *"I would like to express my appreciation to the USAID ProDecentralization Program and its support for this process from the very beginning. We hope that the document can be useful for public officials at various levels and from different institutions among the three levels of government as they begin to implement the guidelines."*
>
> *Diana Álvarez Calderón Gallo*
> *Minister of Culture, Peru*
> *(Taken from speech during presentation on guidelines for public services with cultural relevance on May 15, 2015)*

➢ As part of the 2014 Annual Report on Decentralization, the Program also developed the 2015 agenda to strengthen decentralization and presented it at an event with 119 participants to discuss the contents during meetings in Lima, Moyobamba, Pucallpa and Tarapoto. Participants included authorities, public servants, experts and representatives from civil society and the international donor community. The agenda was included in a document from July 2015 to publish results from the evaluation process for the 2014-2015 Annual Report on Decentralization prepared by the Congressional Committee on Decentralization, Regionalization, Local and Modernized Governments.

PRESENTATION OF ANNUAL REPORT ON DESCENTRALIZATION 2014

➢ *El Peruano* official gazette published its *Jurídica* special supplement including conclusions from the 2014 Annual Report on Decentralization as provided by the Program. The supplement is distributed nationwide, particularly to all public sector institutions and decision makers.

➢ The Program joined efforts with the Executive branch (the Ministry of Culture, Ministry of Education, Office of the Comptroller General, National Office on Dialogue and Sustainability and PCM/CENEPRED) and provided technical assistance to produce user-friendly regulatory material for effective implementation of public policy within a framework for decentralized management as summarized below:

  ▪ Guidelines for public services with cultural relevance to apply and inter-cultural approach in managing public services (the initial phase was originally reported for Year Two of the ProDecentralization Program).

  ▪ A Decentralized Management Matrix for education.

  ▪ Guidance on transferring management to regional and local governments.

  ▪ Mapping out competencies within the Executive Branch and regional governments in regard to social conflict.

  ▪ Guidance to include disaster risk management as part of regulations on organizational structure and duties (ROF in Spanish), as well as in the handbook on position descriptions for subnational governments.

JURIDICA – NEWSPAPER SUPPLEMENT
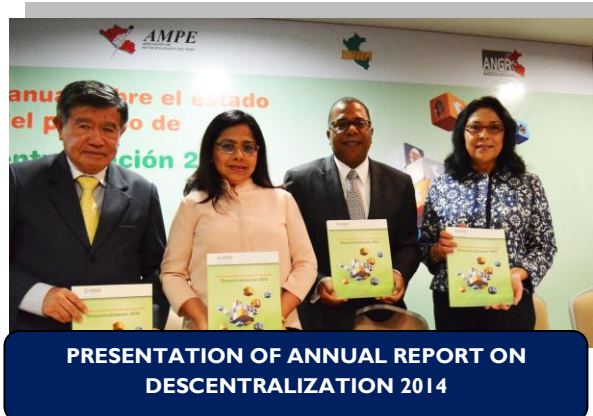
2. TASK 2: STRENGTHEN DECENTRALIZED SUBNATIONAL INSTITUTIONS IN TARGET REGIONS

Over the course of the reporting period, the Program redoubled efforts to provide GGD member governments (Amazonas, Loreto, Madre de Dios, San Martin and Ucayali) with technical assistance to improve quality in delivering prioritized public services with increased emphasis on intergovernmental coordination, institutional capacity strengthening to ensure compliance with duties and improved dialogue management, prevention and management of social conflict and disaster risk management:

The prioritized public services are listed below by sector.

Health:
- growth and development monitoring for children under five (CRED in Spanish)
- prenatal care (APN in Spanish)

Education:
- educational material distribution
- teacher hiring

Environment:
- solid waste collection
- environmental education

> *"Participating in the Decentralized Management Group (GGD in Spanish) affords us the opportunity to address issues pertaining to solid waste treatment and use comprehensive approaches."*
> *Taken from interview with official from Tambopata Provincial Municipality as published (page 16) in a document to record the experience as part of a greater intergovernmental coordination strategy for Madre de Dios*
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> -------------------------
>
> *The Pucalpa Regional Daily reports on agreements among the provincial government of Coronel Portillo and district governments of Yarinacocha, Nueva Requena, Campo Verde and Manantay to join efforts in controlling the landfill on the Federico Basadre Highway.*
> *Taken from Pucalpa Regional Daily, September 16, 2015*
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> -------------------------
>
> *The San Martin Regional Government asked the USAID ProDecentralization Program to provide technical assistance to replicate the coordination strategy implemented in Lamas.*
>
> *Official document signed by the San Martin Regional Governor to request ProDecentralization technical assistance on intergovernmental coordination, May 2015)*

➤ Decentralized governments are appreciative and making use of the practices for intergovernmental coordination through the GGDs to improve the delivery of prioritized services in each region as summarized below.

- The Program scheduled meetings throughout the reporting period on GGD coordination to assess progress and determine next steps. As such, ProDecentralization held four meetings in Ucayali, two meetings in San Martin, two meetings in Amazonas, two meetings in Madre de Dios and one meeting in Loreto.

- The Program also worked to set up five new GGDs by: a) including new local governments, such as San Juan Bautista, Indiana and Fernando Lores in the Loreto GGD, plus Barranquita in the San Martin GGD to join in the effort to improve CRED service delivery and the distribution of educational material, respectively, and b) expanding prioritized services in Amazonas, Madre de Dios and Ucayali so that the original members of the GGD are working on improving CRED and APN services in the case of the former, and on improving integrated solid waste management and environmental education in the latter two.

- A total of 22 newly-elected authorities and five re-elected officials from GGD[2] member governments during the recent 2014 regional and municipal elections and the 2015 complementary elections, confirmed their commitment to work on improving prioritized services through the practices of intergovernmental coordination.

- The GGD provides an opportunity for effective cooperation and for joining efforts to address differences that could otherwise escalate into social conflict. Such is the case of local governments in Coronel Portillo, Manantay, Yarinacocha and Campo Verde in Ucayali, where authorities used GGD coordination practices in December 2014 and September 2015 to work in concert to recover control of the municipal landfill on the Federico Basadre Highway.

- Based on the coordination experience promoted by ProDecentralization to improve the distribution of educational resources and material in Lamas, the San Martin Regional Government started a process in May 2015 to replicate the practice in nine additional provinces. The Regional Government is taking the lead on the process and the Program expects that it will soon draft regulations to institutionalize its operation.

➢ The Program worked to apply and begin transferring a tool for institutional capacity diagnostics[3] (FOCAS). ProDecentralization worked with the individuals or technical teams responsible for the process as designated by the 27 decentralized governments that comprise the GGDs. As a result:

- 96% of decentralized governments (26 out of 27) are currently equipped with technical teams or at least one official appointed as responsible party for FOCAS application.

- 100% of the technical teams (public servants) with responsibility for the tool are very familiar now with the process, comprehend its importance in fulfilling duties and have applied it to the prioritized service in their area.

- 100% of the new municipal governments (Indiana, Fernando Lores and San Juan Bautista in Loreto plus Barranquita in San Martín) that joined the GGDs in their respective areas are in possession of the baseline data regarding current institutional capacity (the first diagnostic took place in 2015).

- 92% (23 out of 25) decentralized governments that comprise the first five GGDs have comparative data (2013, 2014 and 2015) to measure progress. The Program confirms that overall, the Institutional Capacity Index (ICI) went up in 2015 when compared to data from 2014[1], as follows:

    o 95% (22 out of 23 decentralized governments) increased their score on the ICI in the areas of strategic and operational planning. The Loreto Regional Government was the only exception (a 7% drop from previous scores). The greatest improvements were found among the local governments in Cunumbuqui (48%) and Lamas (41%), San Martín and Punchana (31%) in Loreto.

    o More than 85% (20 out of 23) governments improved compliance with regulatory duties, with special mention for the MD in Las Piedras, Madre de Dios that increased its score by

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[2] In the case of Madre de Dios, the new Regional Governor expressed his decision to be directly responsible for all donor resources and rejected any possibility of working in cooperation with donor agencies. Similarly, the MD in Laberinto verbally conveyed its decision to refuse ProDecentralization assistance.

[3] Strengthening of institutional capacities of public servants from the sub-national governments for the effective accomplishment of the five functions of the public entities: planning, regulatory, executive-administrative, promote citizen participation and supervision and control.

[1] The changes in each of the GGD scores (%) from 2014 to 2015 are summarized below.

Amazonas (overall average: 15%): Regional Government: 9%; MP in Condorcanqui: 10%; MD in Rio Santiago: 37% and the MD in El Cenepa, 9%.

Loreto (overall average: 16%): Regional Government: 14%; MP in Maynas: 26%; MD in Punchana: 22%; MD in Belen: 14% and the MD in Mazan: 9%.

Madre de Dios (overall average: 35%): MP in Tambopata: 47%; MD in Inambari: 26%, and the MD in Las Piedras: 30%.

San Martin (overall average: 45%): Regional Government: 44%; MP in Lamas: 58%; MD in Zapatero: 33%; MD Tabalosos: 38%, and the MD in Cunumbuqui: 49%.

Ucayali (overall average: 21%): Regional Government: 9%; MP in Coronel Portillo: 29%; MD in Campo Verde, 23%; MD Yarinacocha, 20%; MD Nueva Requena, 17%; y MD Manantay, 28%.

42%. The decentralized governments with lower scores were Loreto Regional Government (-8%) the MD in Belen (-3%) and the MD in Yarinacocha Ucayali (-5%).

- o 91% (21 out of 23) improved compliance with the administrative/executive function. The exceptions were the MD in Mazan, Loreto (-2%) and the MP in Condorcanqui, Amazonas (-7%).
- o 100% of the governments improved their ICI scores in the area of promoting citizen participation.
- o In regard to control and supervision, more than 95% (22 out of 23) of the governments improved their level of compliance.

➢ In regard to strategic and operational planning, the Program based its technical assistance on guidance provided by the regulatory authority (CEPLAN) and its impact in improving the delivery of services as summarized below:

- ▪ The Tambopata MP is currently in the process of updating the Comprehensive Provincial Development Plan.
- ▪ Three decentralized GGD governments (Loreto, Ucayali and San Martín) strengthened their capacity for strategic planning:
  - o in Loreto, the MP in Maynas and the MD in Punchana completed their Institutional Strategic Plans (PEIs in Spanish) to manage activities over the next three years;
  - o in Ucayali, 28 officials from the MP in Coronel Portillo are now capable of applying the CEPLAN guidance, and
  - o in San Martin, the MP in Lamas began coordinating efforts to draft the PEI.
- ▪ 78% (21 out of 27) decentralized governments completed their 2015 Institutional Operations Plan (POI in Spanish) using a results-based approach.
- ▪ 20 of the 27 decentralized governments included specific activities to improve prioritized services in their 2015 POIs.
- ▪ Three decentralized governments in the Madre de Dios GGD and two in the Amazonas GGD have Capacity Development Plans (PDCs in Spanish) to define the activities to be implemented to develop and strengthen competencies among their staff as part of improved decentralized management. Along these same lines, the Regional Government in Ucayali completed its Personnel Development Plan (PDP) in compliance with regulations provided by SERVIR.

➢ In regard to regulatory functions, Program technical assistance promoted approval of the following:

- ▪ 21 decentralized governments approved their 2015 POIs by means of mayoral resolutions, of which 15 approved instructions for preparing their 2015 POI.
- ▪ Two decentralized governments (provincial municipality in Maynas and the district municipality in Punchana, Loreto) approved instructions to draft their PEIs.
- ▪ Three decentralized governments in the Madre de Dios GGD and two from the Amazonas GGD approved their respective PDCs.
- ▪ 41 regional councilmembers (Amazonas: 8; Loreto: 5; Madre de Dios: 8; San Martin: 12; and Ucayali: 8) and 98 municipal councilmembers (Amazonas: 12; Loreto: 15; Madre de Dios: 18; San Martin: 41; and Ucayali: 12) strengthened their capacity to efficiently perform their duties for representation, regulation and control as a result of participation in the ProDecentralization training program for municipal and regional councilmembers. Additional results include:
  - o Eight proposed regional ordinances and 19 proposed municipal ordinances to address the most pressing problems facing constituents.
  - o One of the proposed ordinances was approved (373-GOBIERNO REGIONAL AMAZONAS/CR[4]) to approve the establishment and recognition of citizen oversight committees for public investment projects in the Amazon region. Two other draft

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[4] Published in *El Peruano* official gazette on October 2, 2015.

ordinances are under review prior to approval (draft internal regulations for the San Martin Regional Council and draft ordinance on the institutionalization for application and use of gender-sensitive language or inclusive language).

▪ Three district municipalities from the Madre de Dios GGD approved ordinances to establish fees that will ensure the financial sustainability of public sanitation services. Similarly, the MP in Tambopata approved an ordinance to standardize procedures to ratify district ordinances on fees.

> *Effective cooperation between sectors and subnational governments produced the following:*
>
> *Five technical proposals for public investment projects on water and sanitation, giving native communities an opportunity to have access to basic services with ProDecentralization technical assistance. As a result, installation of the first potable water system is assured. It will benefit residents in the province of Santa Maria de Nieva and the El Cenepa and Reo Santiago districts, including a total of nine native communities in those districts. The project funds total*
>
> *S/. 1,400,397 or aproximately US$466,799*
>
> *(Arnaldo Trigoso, head of the Drafting Unit, Condorcanqui Sub regional Management Office, Amazonas Regional Government (taken from success story included in the October-December 2014 Quarterly Report)*

➢ In regard to executive/administrative functions, the Program strengthened capacity to improve quality and levels of public investment, as well as to expedite procurement processes within the five GGDs. Progress is as follows:

▪ ProDecentralization joined forces with MEF to organize decentralized workshops and 195 officials are now capable of applying the general methodology to design pre-investment studies in compliance with the National System for Public Investment (SNIP in Spanish).

▪ Of these, one project was ruled feasible to improve the center for promotion and communal Oversight to monitor comprehensive maternal-child services (CPVC in Spanish) in Condorcanqui (SNIP code: 317905). Another four are still under review. Three of these are to improve delivery of CRED services by improving CPVCs in Amazonas and Loreto and the fourth is to improve environmental education in Madre de Dios.

▪ Five water and sanitation projects to benefit nine communities in Amazonas were approved for FONIE financing for a total of S/. 1,400,397. At the time of this writing, progress is between 35-40% in preparing the pre-investment and final studies.

▪ A total of seven local governments prioritized improvements to solid waste collection services. With Program technical assistance, they succeeded in meeting targets under the Municipal Incentives Plan, as follows:

o S/. 1,126,673 in funding leveraged by meeting Target 10[5] before July 31, 2014 (MP in Coronel Portillo, MDs in Manantay and Yarinacocha) and Target 44[6] before December 31, 2014 (MD in Campo Verde, Ucayali and MDs in Inambari, Laberinto and Las Piedras, Madre de Dios.

o The MP in Coronel Portillo and the MD in Manantay, Ucayali, together with the MP in Tambopata, Madre de Dios met Targets 1 and 5[7] before July 31, 2015. In November, MEF plans to distribute the amount for the incentive to be allocated to each local government meeting the target(s).

▪ The Program worked closely with OSCE (procurement regulatory authority) to disseminate information and plan activities on the new procurement regulations. As a result, a total of 235 officials (148 men and 87 women) representing regional and local governments or other public

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[5] Target 10 refers to implementing a program for solid waste selection at the source and selective collection of residential waste for 20% of homes in an urban district.
[6] Target 44 refers to implementing safe and final disposal of solid waste collected by municipal sanitation services.
[7] Targets 1 and 5 refer to implementing a program for solid waste selection at the source and selective collection of residential waste in the district according to percentages listed in the instructions.

institutions operating in the departments of San Martín and Ucayali increased their knowledge of new concepts and guidance for public procurement and contracting.

➢ The Program worked on improvements in compliance with supervision and control functions and plans to continue to strengthen these efforts. Progress to date includes:

- 37% of decentralized governments (10 out of 27) in Amazonas, Loreto, Madre de Dios and Ucayali took actions to monitor and evaluate compliance with their 2015 POIs.
- Regional councilmembers from Condorcanqui in Amazonas held an accountability hearing to inform residents about activities during their first six months in office.

➢ The Program reports noteworthy improvements in compliance with duties to promote citizen participation, as follows:

- Public servants from GGD member governments understand the need to promote citizen participation and oversight for prioritized services. This is evident in the fact that District Municipality authorities publically acknowledged the work of the oversight team in Belen recently, while the UGEL in Lamas provided accreditation for the oversight team to monitor distribution of educational material.
- 180 officials, 120 civil society representatives and 70 members of citizen oversight teams strengthened their capacities on Open Government by participating in one of three programs organized by ProDecentralization for the purpose of building collaborative ties between public administrators and civil society.

> *Amazonas Regional Government/DRSA/DRSC/DG issues Executive Resolutions 24, 28 and 25 to approve improvement plans for health centers in Huampami, Galilea, Kig Kis, respectively.*
>
> *(taken from legal posting, Nieva Health Center)*

➢ The Program reports progress in institutionalizing improvements to service quality as follows:

- 100% of the health centers in Loreto (four) and Amazonas (four) now have officially-approved improvement plans in place for CRED services.
- 60% of the GGD member governments in Ucayali (three out of five) included service quality improvements for their POIs on solid waste collection services (MP in Coronel Portillo and the MDs in Yarinacocha and Manantay).
- 100% of the municipal governments in Madre de Dios (Tambopata, Inambari and Las Piedras) updated their service quality improvement plans with vision, values and mottos for their services. The plans also provide general and specific objectives, diagnostics on collection processes, accomplishments from previous plans and current areas for improvement.

Health: CRED Services:

- ProDecentralization reports improvements in wait times for outpatient services. **Loreto**: the health center in Bellavista Nanay reduced wait times by five minutes from 2014 to 2015. The health center in Moronacocha cut wait times by ten minutes. The health center in 6 de Octubre cut waiting time by 46 minutes (from 1 hour and 56 minutes in 2014 to 40 minutes in 2015).

- In reviewing, classifying and systematizing patient files, the Program also reports significant progress. **Loreto**: the health center in Bellavista Nanay completed 100% of the process. The health center in 6 de Octubre is 40% through the process. The health center in Moronacocha is 84% complete. The health centers in Mazan and Indiana are 6% and 8% complete, respectively. **Amazonas**: The health center in KigKis reviewed, classified and systematized 100% of patient files. The one in Galilea is 30% complete and the health center in Huampami completed 100% of the process. Only the health center in Nieva is pending completion.

Improvements in wait times
Health center 6 de Octubre - Loreto
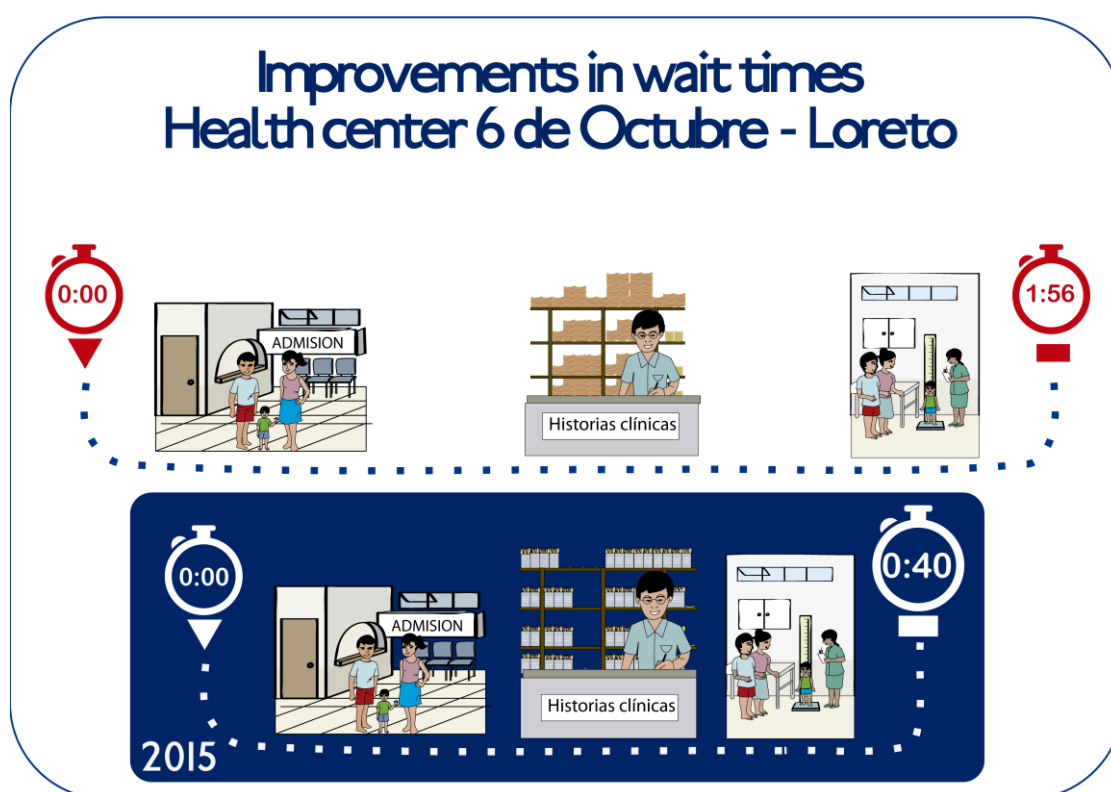
Environmental Management: Final Solid Waste Disposal:

- The Program provided assistance to increase the weekly frequency of solid waste collection services as follows:
 - **Ucayali:** the MP in Coronel Portillo went from an average of 4.75 times per week in 2014 to six times per week in 2015. The MD in Manantay increased from twice a week in 2014 to 4.3 times a week in 2015. The MD in Nueva Requena had an average of three times per week in 2014 and increased to six times per week in 2015.
  - **Madre de Dios:** the MP in Tambopata from 4.16 times a week on 2014 a 4.17 times a week on 2015. The MD in Inambari increased from 1.4 per week in 2014 to 1.78 times a week in 2015. The MD in Las Piedras went from 1 times a week in 2014 to 1.13 times a week in 2015.

- Citizen satisfaction perceptions also increased regarding solid waste collection services in general (Madre de Dios), as well as regarding frequency of services (Ucayali):
  - **Ucayali:** the **district municipalities** in Yarinacocha went from 48.4% to 51.4% and Campo Verde increased from 25% to 62%. The provincial municipality in Coronel Portillo and the district municipalities in Nueva Requena and Manantay were the exception in customer satisfaction, primarily attributable to personnel turnover under new administrations.
  - **Madre de Dios:** the **Tambopata MP** increased citizen satisfaction from 59% the previous year to 67 %. The MD in Las Piedras went from 6% in 2014 to 26% citizen satisfaction in 2015. The MD in Inambari dropped in citizen satisfaction to 72% after new officials in municipal office expanded coverage and increased frequency at the expense of high levels of customer satisfaction last year (97%).

Increase the weekly frequency of solid waste collection services

Ucayali

	2014	2015
Municipalidad Provincial de Coronel Portillo	4.75	6
Municipalidad Distrital de Manantay	2	4.3
Municipalidad Distrital de Nueva Requena	3	6
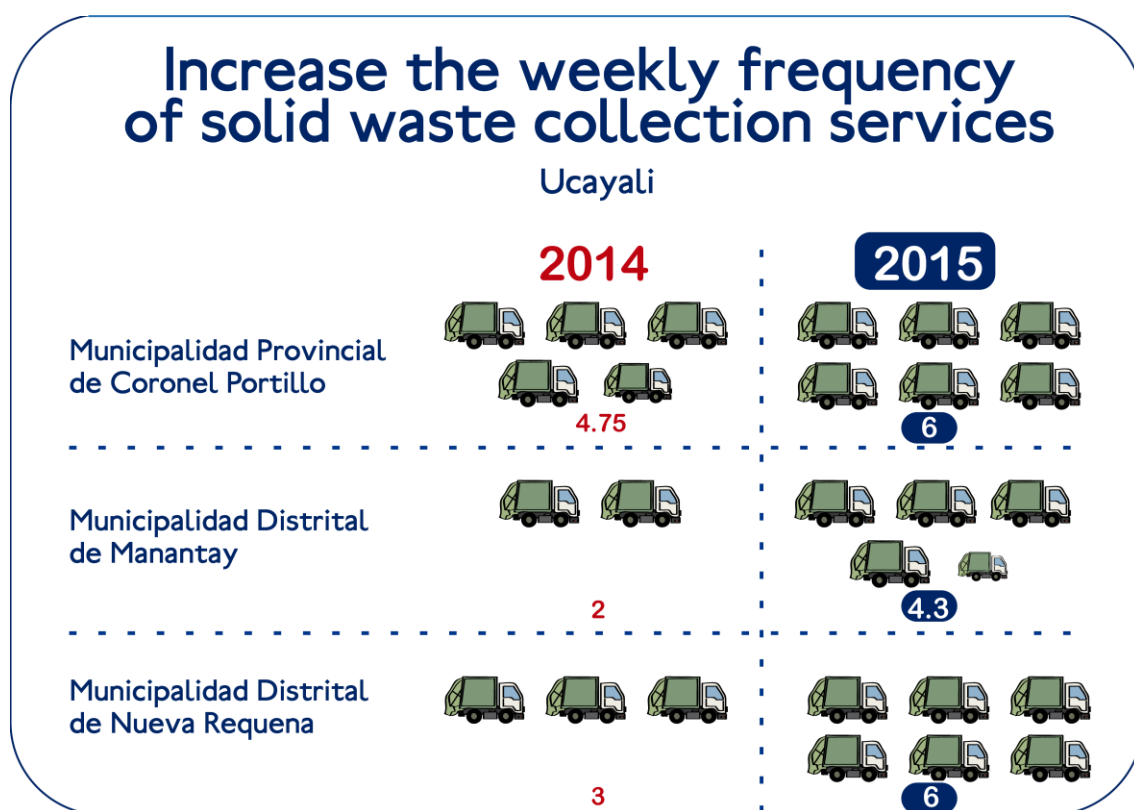
Education: Distribution Services for Educational Material in San Martin:

▪ Reduced time to distribute educational material within the Lamas UGEL. From 61 days in 2014 to **34 days in 2015** –surpassing the original target for 2015 of 58 days.

▪ Increased teacher hiring as required by the Lamas UGEL from 42 in 2014 to 56 in 2015, to reduce contracting by local governments, which are not responsible for hiring teachers.
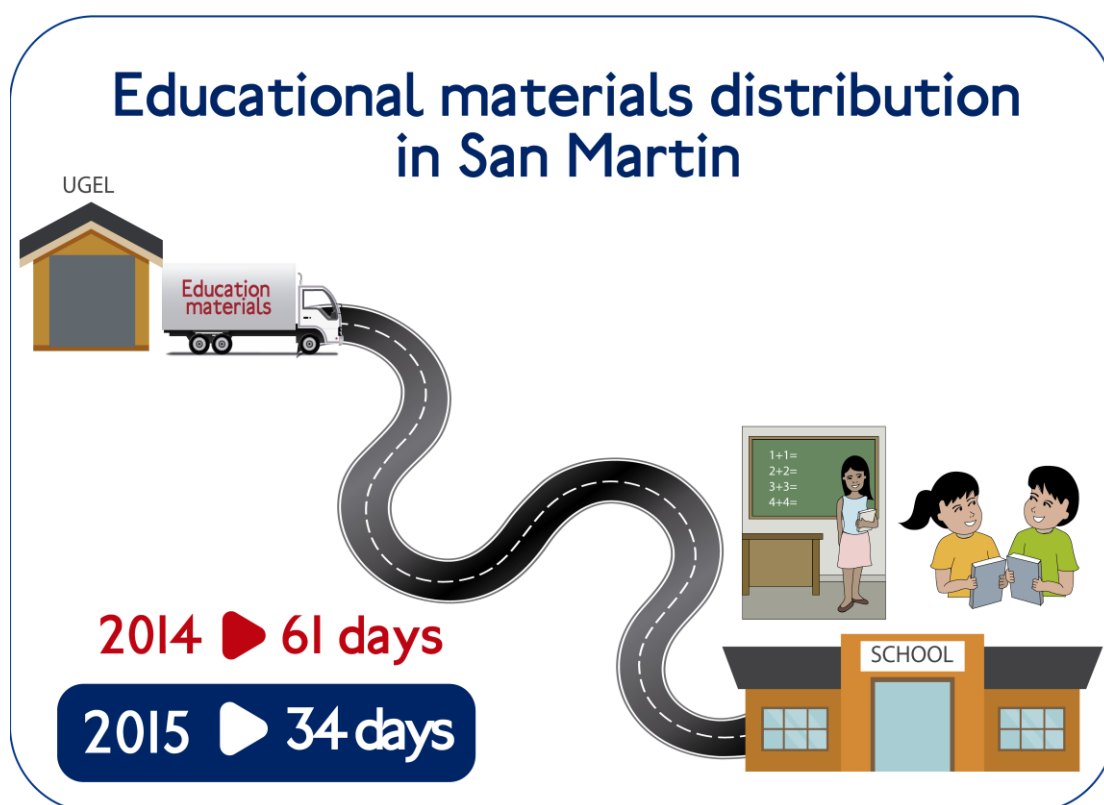
> *On the partnership among Backus, local GGD member governments and the USAID ProDecentralization Program:*
>
> *"This is our first successful experience to bring together a private company, the State and civil society to work on a very timely issue as is recycling during important events such as the San Juan Festival".*
>
> *Testimony provided by Javier Chaparro, Manager for Corporate Affairs*
> *Backus – Eastern Region*

➢ The Program engaged with the private sector to improve public services by forging alliances as follows.

▪ Working with Alicorp, the Program strengthened capacity among 30 officials from Loreto and Amazonas to develop communication tools to address chronic child malnutrition.

- The Program worked on a joint effort with Backus to provide technical assistance for recyclers, plan internships on classifying waste at the source and develop a communications campaign to effectively manage waste during the San Juan Festival in Ucayali (June 2015).

- ProDecentralization teamed up with the Pontifical Catholic University of Peru (PUCP in Spanish):
    - School of Architecture to provide technical expertise on improvements to the health center in Nieva, Amazonas. Recommendations were implemented to improve signage and furnishings in the CRED service unit.
    - School of Social Sciences to conduct a diagnostic assessment on the current status of the decentralized management matrix for distribution of educational material and resources and the use of educational material.

> *Institutionalizing dialogue management for regional governments:*
>
> *Regional Ordinance 036-2014-GRSM/CR dated December 22, 2014 establishes the Regional Office for Dialogue and Sustainability in San Martin as part of the approval process for new regulations (ROF in Spanish) for the regional government.*

➢ The Program redoubled efforts to promote dialogue, prevent and manage social conflict and disaster risk management using a logical framework for decentralized and coordinated management, as follows:

- Review, modify teaching guidelines, validate and print content for the training handbook on dialogue management for public servants in decentralized governments as required for Module 3 on mapping competencies in the Executive Branch and within regional governments on issues pertaining to social conflict.

- Develop methodological guidance for a training program on dialogue management for public servants in regional and local governments. The contents were validated in Ucayali together with coordinated efforts to produce ad hoc methodological guidance for civil society representatives that will be validated next quarter with CSOs in San Martin or Amazonas.

- Technical assistance to develop a multi-sectorial protocol on social conflict prevention and management to standardize criteria for interventions within each sector.

- Technical assistance to establish and institutionalize the offices, teams or units that already work on promoting dialogue and preventing social conflict in the regional governments as summarized below.
    - Regional Ordinance 011-2014-GRL-CR dated November 14, 2014 created the Regional Office for Dialogue, Prevention and Management of Social Conflict for the Regional Government in Loreto.
    - As part of the process to approve a new ROF, Regional Ordinance 036-2014-GRSM/CR dated December 22, 2014 created the Regional Office for Dialogue and Sustainability for the Regional Government in San Martín.

➢ The Program worked to ensure the inclusion of components on disaster risk management in the Comprehensive Development Plan for the Amazonas Regional Government and started providing technical assistance to the regional governments in San Martin and Ucayali to prepare their contingency plans in the face of increased threats from El Niño weather phenomena.

Improved Educational Management in San Martin:

The implementation strategy for local educational management is designed around three key processes with accomplishments summarized below.

- The team on local educational management is now formed and operational. It includes ten local management teams (comprised of UGEL professionals that were specifically appointed), one for each UGEL implementing coordination strategies in the district to improve learning in compliance with the 2015 Local Management Plan. The Program made progress on operational plans with Lamas, San Martín and El Dorado (three approved POIs).

- Democratization of participatory processes for the network: 26 educational networks are implementing PAT RED to meet the needs of schools with particular emphasis on teaching support and mobilization to improve learning. A total of 205 schools in selected districts are implementing their PATMAs and three local participatory education committees (COPALEs in Spanish) are now operational (Rioja, Bellavista and El Dorado).

- The Program strengthened management instruments such as coordination and sustainability mechanisms: nine local management committees on social development in selected districts (Nueva Cajamarca, Yantalo, Barranquita, Cacatachi, Alberto Leveau, Agua Blanca, Buenos Aires, Alto Saposoa and Pachiza) are implementing Coordination Plans with shared responsibility among key actors (UGELs, health networks, Qali Warma national school meal programs, CSOs, etc.

3.   TASK 3: ENHANCE TRANSPARENCY MECHANISMS AND CITIZEN PARTICIPATION

ProDecentralization moved forward throughout FY2015 to improve transparency mechanisms and citizen participation within an open government framework as part of the National Policy to Modernize Public Administration at the national and sub-national levels.

> *"Making user-friendly modifications to the handbooks for the system on affidavits ensures better results for the end user (…) The redesigning processes for accountability of incumbents is what made possible (…) the drafting of a proposal to redesign said process (…) the USAID ProDecentralization Program made a significant contribution to achieving the expected results and we would like to express our appreciation".*
>
> *(CGR: Document. 726-2015-CG/SGE dated October 1, 2015)*

➢ The Office of the Comptroller General (CGR in Spanish) is now equipped with the tools that enables it to fulfill its responsibilities on transparency and accountability. To that end, the Program provided technical assistance as summarized below.

  ▪ A proposal to redesign the National Accountability System using a results-based approach to delivery public services. Program assistance extended to disseminating the system through the CGR website with improved access for the general public. The redesigned system is acknowledged in the second 2015-2016 Open Government Work Plan under Commitment C, Item 1 on accountability under CGR responsibility.

  ▪ At the end of 2011, the USAID Peru ProDecentralization Project transferred to CGR the Barometer for Public Administration. The Barometer is a web app comprised of indicators (management, social and human development) that combines data from several important sources (SIAF, SEACE, INEI and UNDP). The Program now added a set of communication tools to disseminate and strengthen citizen capacity in using the Barometer. The app was selected as a finalist in the 2015 Competition for Good Practices in Public Administration (organized by a CSO --*Ciudadanos al Día*) and will be presented at the XX International CLAD Congress in Lima this November.

➢ The Program worked closely with the PCM Secretariat for Public Administration (PCM/SGP) to strengthen its regulatory capacity on open government (access to public information, accountability and citizen participation), as follows.

  ▪ Strengthen capacity among 153 public servants (18 women and 19 men) from various ministries and 116 officials from Executive Branch agencies. Participants are now capable of replicating the training on open government within their own institutions in 2015 (applying Program 1). INDECOPI already succeeded in replicating the training earlier in 2015.

  ▪ Strengthen capacity among 180 public servants (71 women and 109 men) on open government as applicable to sub-national governments.

  ▪ Approve the second 2015-2016 Open Government Work Plan (Ministerial Resolution 176-2015-PCM dated July 17, 2015 issued by the Presidency of the Council of Ministers) to describe commitments on accountability, transparency and improved knowledge and skills for public servants and enabling them to appropriately implement regulations on transparency and access to public information. ProDecentralization also contributed by validating the contents at the decentralized level.

  ▪ Updated training program on open government for regional and local governments (Program 1) to continue strengthening capacity in the public sector.

- MINEDU now has strengthened capacity to comply with promoting open government within the sector and at the decentralized level[8]. As a result of Program technical assistance the MINEDU Office on Transparency, Public Ethics and Anticorruption (OTEPA) is prepared as follows.

  - OTEPA now has a kit of material to organize training events on open government known as the Standard Transparency Portal and Access to Public Information in the Education Sector (includes material for participants, methodological guidance and presentations).

  - Strengthened capacity among 101 public servants (52 women and 49 men) on open government: Standard Transparency Portal and Access to Public Information for application within MINEDU, DRE and UGELs from Lima Metropolitana and San Martín.

  - Implementation guidelines for the Standard Transparency Portal as prepared by OTEPA and reviewed and comments by ProDecentralization (suggestions to improve a decentralized approach and identify responsibilities for decentralized governments). The guidelines are currently being implemented[9].

- The foundation is in place for continued strengthening of regulatory authority on open government by PCM/ONGEI with Program support so that the agency can provide technical assistance on a priority basis to local governments in Amazonas working with ProDecentralization. An immediate result of Program support is an official document 158-2015-MDRS/A dated August 31, 2015 whereby the mayor of the Rio Santiago district municipality requests the Director General of PCM/ONGEI to implement the web portal and set up a domain for www.muniriosantiago.gob.pe.

- Strengthen the supervisory role of the People´s Ombudsman in the department of San Martin to involve the organization in activities to strengthen transparency in public administration and improve accountability. More specifically, to include the agency´s participation in implementing training programs on open government, training for regional and municipal councilmembers and implement transparency murals.

> *"If we fail to obey the law, we will not be transparent. Constituents want to communicate with their elected officials –we must always avail them of those means and the Portal should be for that purpose."*
>
> *(Henry Orellana, authority responsible for the Standard Transparency Portal, Maynas Provincial Municipality, Loreto, October 2, 2015).*

Sub-national Level: ProDecentralization promoted joint collaboration among regional and local government members of the five GGDs by providing technical assistance and training for public servants responsible for responding to requests for public information and for updating transparency instruments in public administration. Results are summarized below:

- Completed a quick diagnostic on the current status of citizen participation and oversight mechanisms in the Loreto GGD districts (San Juan Bautista, Fernando Lores and Indiana) as well as in the San Martin GGD (Barranquita). The findings include:

  - Local Coordination Councils are not operational except for in San Juan Bautista;

  - Results-based participatory budgeting processes reveal broad participation by civil society, but women are still underrepresented.

  - Oversight committees for participatory budgeting processes have not provided recommendations for improving delivery of public services.

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[8] MINEDU Regulations on Organization and Duties modified under D.S. 001-2015-MINEDU dated January 31, 2015.
[9] http://www.drelm.gob.pe/noticias/minedu-implementa-guia-del-portal-de-transparencia-y-acceso-a-la-informacion-publica, http://prodescentralizacion.org.pe/minedu-implementa-guia-del-portal-de-transparencia-y-acceso-a-la-informacion-publica/

- Public hearings on accountability are not common practice. Even when they have been held, there is no record of minutes or summary for future reference.

➢ Strengthen capacity among 120 CSO representatives (76 women and 44 men) plus 53 members (38 women and 15 men) from the citizen oversight teams from five departments in Amazonas. To this end, the Program worked closely with PCM/SGP to implement capacity strengthening training on open government (Programs 2 and 3).

IMPACT ON DECENTRALIZED GOVERNMENTS – PROGRAM 1
- The Regional Department of Education in San Martin approved procedures and instructions to fulfill requests for public information under Directorial Resolutions 642 and 643-2015-GRSM/DRE. - The Coronel Portillo Provincial Municipality set up a one-stop window to access public information in compliance with the Law on Transparency and Access to Public Information. - Councilmembers from the Condorcanqui Provincial Municipality drafted municipal ordinance to elect representatives to the Local Provincial Coordination Council. - The Belen District Municipality issued official acknowledgement and assumed technical assistance for the citizen oversight team on CRED services. - The Rio Santiago District Municipality implemented their transparency mural.
IMPACT ON CIVIL SOCIETY ORGANIZATIONS– PROGRAM 2
- Six leaders[10] from Condorcanqui province exercised their right to public information by requesting the Provincial Municipality to provide information on the Local Comprehensive Development Plan[11] and on the school milk program, including the number of beneficiaries and the amount of milk and cereal distributed[12]. The citizens received satisfactory responses in the former and a partial response for the latter. Despite that, the leaders were satisfied that they now had the capacity to request and receive information on their public administration that they could not have had before.
IMPACT ON CITIZEN OVERSIGHT – PROGRAM 3
- Members of citizen oversight teams in Huampami, Galilea, KigKis and Nieva applied and validated their records for citizen oversight of prenatal service delivery in each of their locations.

➢ The Program improved transparency mechanisms for local and regional governments by promoting timely updates to standard transparency portals (PTEs in Spanish) and transparency murals.

- The number of decentralized governments updating their PTEs in a timely manner increased over the reporting period. The Program works with a total of 25 sub-national governments, six of which had PTEs in 2014. In 2015, ten out of 29 governments (four regional governments i.e. Amazonas, Loreto, San Martín and Ucayali; three provincial governments i.e. Maynas, Tambopata and Coronel Portillo, plus three district governments i.e. Manantay, Belen and San Juan) have PTEs.

- The number of decentralized governments that implemented transparency murals increased as well. In 2014, 11 local governments had murals. In 2015, 13 local governments implemented transparency murals as alternative or complementary mechanisms to their PTEs. The murals provide information on public administration by publishing the mayor´s agenda, budgetary information, public investment

and compensation allocated to public officials or funding for municipal activities. The governments in Amazonas find the mechanism particularly significant

TRANSPARENCY MURAL IN RIO SANTIAGO - AMAZONAS

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[11] Request dated August 27, 2015. The municipality responded on September 8, 2015.
[12] Request dated September 8, 2015. The municipality provided partial data. Leaders are requesting the missing information.

due to limited internet or telecommunication services in the area, combined with the limited financial resources the governments have to procure technology as required for digital media.

> *"Members from the citizen oversight team in 6 De Octubre contributed to improving the health services in our community and we commit to sustaining those services through an official resolution …we will provide what is needed to continue their work."*
>
> *--Deputy Manager for Comprehensive Citizen Participation, Belen District Municipality*
> *Taken from comments during meeting with Loreto Program Coordinator, July, 2015).*

➢ The Program strengthened capacity for citizen oversight of public services among 102 individuals (74 women and 28 men) comprising 30 oversight groups for the services prioritized by the GGDs as follows: Amazonas (four), Loreto (three), Ucayali (five), Madre de Dios (13) and San Martín (five). The teams oversee service delivery, draft reports and disseminate results.

➢ The citizen oversight reports are a significant contribution for government authorities and individuals responsible for providing the services, who in turn facilitate the collaborative oversight provided by the teams. This increases improved compliance with the need to promote citizen participation. The degree to which the mechanism is making significant contributions is evidenced by the following:

▪ Official recognition granted the citizen oversight team for the health center in 6 De Octubre (Mayoral Resolution 217-2015-A-MDB dated August 17, 2015) by the Belen District Municipality, Loreto.

▪ Loreto: a) managers from the local health centers evaluated results from reports on CRED services and took measures to implement recommendations; b) the DIRESA Quality Control Unit plans to compare results with those produced by health center personnel; c) health center personnel responsible for extension services will use information from the citizen oversight reports to improve delivery in areas of greater difficulty, and d) citizen oversight teams exchanged experiences with DIRESA to modify activities planned for next quarter.

▪ Amazonas: the Regional Health Department in Amazonas is using citizen oversight reports to supervise CRED services provided by health centers in KigKis, Nieva, Galilea and Huampami.

▪ Ucayali and Madre de Dios: oversight reports on solid waste collection services have made significant contributions to improving delivery of said services, more specifically in regard to a) frequency increased from once a month to once a week (most critical cases were in Campo Verde and Las Piedras); b) residents are reporting high recognition of the collection vehicle; c) sanitation personnel improved in their use of personal protection equipment (masks, gloves, uniform) and d) the service attitude of sanitation personnel has improved.

▪ San Martín: Director of the Lamas Local Education Management Unit provided the members of the oversight team with accreditation to facilitate their oversight duties regarding distribution of educational material.

4. CROSS-CUTTING THEMES: SOCIAL INCLUSION, GENDER AND INTER-CULTURALISM

Although the Program does apply social inclusion, gender and inter-cultural approaches in every aspect of implementation, there are some significant highlights to report this period:

- **Gender**

  ➢ The Program has worked with authorities at the national, regional and local levels to draft regulations, guidance and instruments with the potential to increase a cross-cutting approach for gender issues. To this end, the Program provided technical assistance to regulatory agencies, as well as decentralized governments to produce the results summarized below.

    o Draft and approve four CRED improvement plans using a gender approach (health centers in Galilea Kigkis, Galilea, Nieva and Huampami).
    o As reported earlier in this report under Result 1, two guidance documents to include a gender approach in delivering CRED and pre-natal care services were approved under Directoral Resolutions 036 and 037, respectively. The instruments enable public officials from the Condorcanqui health centers to provide services that are high quality, non-discriminatory equal and respectful of difference while promoting gender equality.
    o As reported earlier in this report under Result 1, the Social Development Commission under the San Martin Regional Council approved a proposed ordinance on inclusive language.
    o The Program diagnostic tool on institutional capacity now includes an indicator on the inclusion of gender approaches in all five functions. At the time of this writing, the Program as used the diagnostic tool with all 27 decentralized governments working with ProDecentralization.

  ➢ The Program strengthened capacity among a total of 162 individuals in Condorcanqui (103 women and 59 men) in regard to gender concepts and tools, as summarized below.

WORKSHOP WITH MANAGERS FROM JUNTOS PROGRAM

    o 62 local managers from the *Juntos* Program to promote shared parental responsibilities (52 men and 10 women).
    o 38 women and 1 men from the Juntos Program in Nieva, Condorcanqui on gender equality (shared parenting responsibilities for child care and leadership).
    o 55 women and 6 men representing organizations and oversight committees in Rio Santiago (Galilea and Nieva) and Condorcanqui province expressed willingness to promote women´s rights and gender equality to contribute to improved services, particularly those addressing chronic child malnutrition. Among those women, 15 are indigenous women from the Yawi entrepreneurial organization.

  ➢ As part of the activities to commemorate the International Day for Non-Violence against Women, the Program organized information meetings on the importance of gender analysis: a) participants included 39 authorities, representatives from indigenous organizations, women leaders, representatives from institutions and members of citizen oversight teams in Condorcanqui province (30 women and 9 men) and increased their knowledge on results from gender analysis on social programs designed to curb chronic child malnutrition in Condorcanqui, Amazonas; b) the II International Forum on Early Childhood in San Martin de Nieva, Condorcanqui, Amazonas, and c) an event to commemorate the International Day for Women

(98 participants including women leaders and young indigenous women from the program known as *Jovenes a la Obra)*. The Program organized these activities as part of a joint effort with the National Congress, the Ministry for Women and Vulnerable Populations (MIMP), the Amazonas Regional Government, the Condorcanqui Provincial Municipality and the Ministry for Development and Social Inclusion.

➢ The Program strengthened institutional capacity within the Amazonas Network of Women Authorities (REDMUA in Spanish). Three of the officers are elected from Condorcanqui.

➢ The Program developed a communication tool to promote efforts to reduce chronic child malnutrition using gender and inter-cultural approaches. The tool includes a script for a radio soap opera designed for residents from Condorcanqui seeking to promote shared parenting responsibilities at home and the appropriate use of resources granted by the Juntos Program. ProDecentralization provided the Juntos Program with the script for approval and media production.

➢ The Program worked on developing a diagnostic on public spending as it affects women, girls and female adolescents to reduce gender gaps (teen pregnancy, female illiteracy, gender violence and women in increased social and political leadership roles). The effort also promoted equal opportunities between men and women for the 2013-2014 period. The diagnostic will enable stakeholders to develop operational proposals that focus and expand public spending to reduce gender gaps.

- **Inter-culturalism**

➢ The Program provided assistance to the Ministry of Culture to strengthen regulatory authority in promoting inter-cultural policy as summarized below.

   o Approved guidance to implement an intercultural approach for prioritized public services in the education, health and environmental sectors as stipulated in Vice Ministerial Resolution 16-2014-VMI-MC.
   o Implement the guidance in Loreto (Regional Health Department and San Juan Bautista District Municipality) and Ucayali (Regional Department of Education and the Nueva Requena District Municipality).
   o Measure the level of state interculturalism in the department of San Martin.
   o Promote practices that include an inter-cultural approach for public services by launching a 2015 contest on good intercultural practices designed to acknowledge, appreciate and disseminate programs, projects, processes and/or services with cultural relevance that are being implemented in public administration.

- **Social Inclusión**

Strengthened public policy to promote social inclusion as summarized below.

➢ Approve five public investment projects for mobile social action platforms (PIAS in Spanish) to be implemented by PCM/OPI in five river basin areas (Tigre, Yavari, Ucayali, Maranon and Napo).

➢ Program technical assistance to organize and support parallel workshops on gender and citizen oversight during the II Annual Forum on Early Childhood (June, Santa Maria de Nieva, Condorcanqui, Amazonas.

5. STRATEGIC ALLIANCES

ProDecentralization strengthened its alliances with regulatory agencies, with USAID projects, with the donor community, with associations of sub-national governments and with private enterprises that see the Program as a strategic ally to improve decentralized administration to more effectively deliver public services, especially in Amazonia. The Program highlights work through the following alliances:

Working on Task 1: Improved Policy-Regulatory Framework
Program progress in this area is the result of coordinated efforts in conjunction with:

- Presidency of the Council of Ministers through the Secretariats for Decentralization and Public Administration, the National Office on Dialogue and Sustainability, the National Center to Assess, Prevent and Reduce Disaster Risk and entities with which the Program joined efforts to make progress in implementing decentralized management of national public policy.
- The Ministries of Education, Development and Social Inclusion and Culture contributing to laying the foundation for improved decentralized management to implement policy and assistance for operational instruments.
- SERVIR –assistance to validate a proposal to design and approve staffing charts.
- Congressional Commission on Decentralization in promoting debate on decentralization and assistance with other international donors to publish the annual report on decentralization.
- In the period leading up to elections, work with the Institute for Peruvian Studies (IEP) IDEA *Internacional*, the Peruvian Institute for Entrepreneurial Action (IPAE), the National Fishing Society (SNP) and other institutions to contribute to debate on public policy, particularly that on decentralization, education, health and social conflict management.
- The Program also forged additional alliances this period, including those with *ProInversion*; private enterprises (*Cerveceria Peruana Backus y Johnston S.A.A.*), sub-national government associations (ANGR, REMURPE), other donors (GIZ, *ProGobernabilidad)* and decentralized governments in Amazonia.

Working on Task 2: More Efficient Sub-national Governments

- Health: Efforts with the NutriWawa Program also called for working closely with the Fund for Economic Inclusion in Rural Zones (FONIE) within the Ministry for Development and Social Inclusion (MIDIS) and the Fund for Performance Stimuli and Social Results (FED) to fight against chronic child malnutrition using a multi-dimensional approach in the departments of Amazonas y Loreto. Given conditions in the Amazonas GGD, the Program set up coordination mechanisms with the Ministries of Health (MINSA), Housing, Construction and Sanitation (MVCS), Economy and Finance (MEF) and Women and Vulnerable Populations (MIMP). In addition, the Program worked with the National Congress, UNICEF, the Working Group on Cooperation for the Fight Against Poverty (MCLCP), the PUCP School of Architecture, ALICORP and other public and private organizations committed to the fight against chronic child malnutrition.
- Education: Close coordination with the Decentralized Management Division (*Direccion General de Gestion Descentralizad*a –DIGEGED in Spanish) at the Ministry of Education, as well as with the San Martin Regional Department of Education (DRE in Spanish) and the PCM Secretariat for Public Administration (PCM/SGP in Spanish); to promote an organizational restructuring and implementation of a model for regional education management. The effort extended to working with the Ucayali DRE in preparation for planned technical assistance on education management. In similar fashion, ProDecentralization joined efforts with the Sociology Program at the School for Social Sciences to work in San Martin.
- Environment: Close coordination with the Ministry of the Environments (MINAM in Spanish) and GGD member governments in Madre de Dios and Ucayali to promote compliance on meeting targets on environmental management under the Municipal Incentives Plan. In addition, the Program joined efforts with the eastern division headquarters for *Cerveceria Peruana Backus y Johnston S.A.A* in Ucayali.

- In capacity strengthening, the Program reports progress as follows:
  - Coordinated efforts with MEF, UNICEF and Prisma, as well as a strategic alliance with the regulatory authority on government procurement (*Organismo Supervisor de Contrataciones con el Estado* –OSCE in Spanish). The alliances contributed to seeing GGD member officials improve their management of public investment projects.
  - Synergistic efforts with the Office of the People´s Ombudsman, SERVIR, ENAP, UNICEF, *ProGobernabilidad* and Prisma to implement training programs for members of regional and municipal councils.

- In promoting dialogue and disaster risk management, the Program highlights results from coordinating efforts with the PCM/ONDS, CENEPRED and MEF. In addition, the Program worked with the USAID SPDA Project in Loreto and with the USAID ABC-LA Project in Ucayali to identify common issues and opportunities for collaboration.

Working on Task 3: Improved Transparency Mechanisms and Citizen Participation

The Program reports progress this period from alliances as summarized below.

- Efforts with PCM/SGP to implement three different capacity strengthening programs tailored to decentralized governments, CSOs and citizen oversight groups.
- Work with CGR to follow up and leverage results from successful activities during Year Two.
- Coordinated activities with other regulatory agencies such as MEF and the Office on Public Ethics and Transparency at MINEDU.
- In working on gender, social inclusion and inter-culturalism, the Program reports successful alliances with MIMP, MIDIS and the Ministry of Culture.

6. COMMUNICATIONS

The Program focused efforts over the reporting period on commutation activities that complement efforts to improve national policy and to strengthen institutional capacity and improve GGD prioritized services:

> The Program produced material for various stakeholders to facilitate and successfully support their efforts as summarized below.

  - 2014 Annual Executive Conference provided an opportunity for the *Semana Economica* magazine to publish an article on decentralization in their November issue (edition 1445) citing data from the ProDecentralization report on 2013 status of the decentralization process.

  - Guidance to transfer administrative management to regional and local governments. As a result, 677 incumbents and elected officials and authorities from 20 departments participated in workshops based on the guidance. The Program worked on this in close cooperation with decentralized government associations and the donor community (REMURPE, *ProGobernabilidad*, UNICEF, AECID, GIZ, Prisma and the *Islas de Paz* Association).

  - The Program delivered copies to 137 council members from 17 departments of the training content for 2015-2018 regional council members to strengthen capacity on representation, regulation and oversight (*Programa de Entrenamiento para regidores y regidoras municipales (2015 – 2018)*.

  - Guidance on applying an intercultural approach to manage public services (*Guía para aplicacion del enfoque intercultural en la gestion de los servicios publicos*) as presented by the Minister of Culture and the U.S. Ambassador on May 15).

> The Program strengthened communication capacity among public servants. More specifically, providing training on spokesmanship, communication campaign design, graphic design guidance and radio formats. To that end, the Program trained 124 individuals (40 women and 84 men) and provided 149 activities of technical assistance to improve prioritized services, communications

between citizen oversight teams and personnel from health centers, select key messages for communication campaigns and prepare user-friendly content for murals and postings. It is worth mentioning that instruction on radio formats provided by the Program resulted in public service announcements being broadcast by local radio stations.

➢ Internal and external audiences accessed information and material on the decentralization process produced by the Program as follows:

▪ Set up the institutional website and increase the number of visitors accessing the site. Over the reporting period, a total of 12, 662 visitors used the site with 9,813 new visitors. The most popular sections included the handbook on public procurement (OSCE Module II) with 423 visitors and the section on "About the Program" with 334 visitors. The site is designed around a target audience of people between the ages of 25-34 (30.22 %) and 35-44 (21.98 %).

▪ The Program published 171 editions of the Decentralization Newsletter to benefit stakeholders and officials in Lima and departments with a digest of the most important articles culled from the media.

▪ Weekly Summary for USAID since last week of August: the Program has produced six summaries on activities, upcoming events and key issues in the political context.

VISITS
12 662

NEW USERS
9 813

TARGET
30% | 25-34

WEB PRODESCENTRALIZATION
www.prodescentralizacion.org.pe

7. MONITORING AND EVALUATION

- ## Performance Monitoring Plan - PMP

The Program monitors implementation activities in compliance with the current PMP as approved by USAID. In addition, the Program records and tracks information in support of each progress indicator and result.

Indicators and Targets:

➢ Out of the 29 indicators in the current PMP, 26 have targets for Year Three. Of these, the Program **met or surpassed the target for 24 of the indicators.** The Program reports progress on the remaining two as follows:

- Indicator 5 on citizens participating in USG-supported national and sub-national policy dialogue events stands at 76% progress toward the target (304 out of 400 citizens participated in public policy dialogue). Progress to date reflects the fact that the dialogue activities supported by ProDecentralization are currently in the early stages of drafting public policy proposals. The next stage includes disseminating the proposals among journalists, the business sector, politicians and, most importantly, civil society representatives and the general public. The Program scheduled the latter effort for the first quarter of FY2016.

- Indicator 25 on regional governments that adopt instruments or mechanisms for disaster risk management is at 40% progress toward the target. The Amazonas Regional Government included disaster risk management in its FY2015 PDC (with the target covering 60% of regional governments working with ProDecentralization). In addition, the other two regional governments in San Martin and Ucayali received Program support to produce their contingency plans in the face of increased risks posed by El Niño weather phenomena. Those plans are about 60% completed and the Program expects they will be finished next quarter.

The FY 2015 **Annual Performance Indicator Report** provides additional details (see report 2.1)

➢ USAID approved a modified PMP this reporting period following Amendment 7 to the Program Agreement to exercise Option 1 (July 17, 2015).

➢ The Program continued to monitor progress toward results by using and strengthening the tools for that purpose i.e. a) applying the institutional capacity diagnostic (FOCAS); b) plans or instruments to improve prioritized services; c) user surveys among residents to evaluate GGD prioritized public services; d) field visits to monitor progress, and e) record and document verification methods (evidence)

- ## RIG Audit

In following up on the recommendations from the RIG audit in September 2014, the Program modified the PMP and the FY2015 Work Plan for Year Three. The adjustments to the PMP clearly defined the number of governments participating in the ProDecentralization Program:

- targets set for those indicators using the number of sub-national governments as the baseline;
- similar indicators were combined to avoid duplication; and
- other changes to better reflect Program efforts to address conflict and disaster risk management.

The Program´s updated work plan includes additional activities in response to RIG suggestions, including support to implement Civil Service Law and seeking possible alliances with the private sector to strengthen activities to improve prioritized services in Amazonas. The work plan also reinforced efforts with the Ucayali GGD for integrated solid waste management by adding a component on environmental education.

- **Mid-Term Evaluation**

The Program team worked closely with USAID on the ProDecentralization mid-term evaluation carried out by the USAID/Peru Evaluations Project through Innova PUCP. To that end, ProDecentralization provided detailed information and participated in meetings. Furthermore, the Program team provided some recommendations on the Work Plan and evaluation instruments.

USAID provided the Program with the draft mid-term evaluation report on January 30 for review and comments. ProDecentralization provided input and clarification to USAID on February 11. This document shows a positive evaluation of the advances in Program goals and achievements. At the time of this writing, ProDecentralization is awaiting the final report for the mid-term evaluation, however, the version approved for the FY2016 Work Plan did take into account the recommendations from the draft mid-term evaluation report.

- **FY2015 Deliverables for Year Three**

The Program fully met or exceeded its ambitious Year 3 deliverables schedule. In combination, the Year 3 deliverable schedule included **15** deliverables or approximately *one deliverable every 24 work days*. The project surpassed this demanding schedule by submitting **eight** of the deliverables before the due date and **seven** of the deliverables on the target date. None of the deliverables were submitted late.

A notably high level of quality, requiring few or minimal modifications prior to their acceptance by USAID was characteristic of each of the deliverables. Relevant deliverables were publicly disseminated to key counterparts and beneficiaries who publicly complemented their relevance and quality.

The deliverables, submission date and USAID approval date are summarized as an annex to this report under Matrix 3.2

ANNEXES

I.   SUCCESS STORY:

1.   IMPROVED CHILD HEALTH SERVICES AT THE 6 DE OCTUBRE HEALTH CENTER IN LORETO

WAIT TIMES USED TO EXTEND TO ONE HOUR AND 56 MINUTES –WAIT TIMES ARE NOW DOWN TO 40 MINUTES

Esther takes her daughter in for CRED monitoring.

"We used to get up before dawn to make sure we would be seen at the health center…we got up at 4:00 a.m. to make sure we could be in by 7:00 a.m."
"We now have a much shorter wait and we´re asked if we prefer our appointment in the morning or in the afternoon. If you can´t take your child in for monitoring, a nurse can come to your home …"

Esther Chavez Vargas
CRED Service User
6 De Octubre Health Center
Belen – Iquitos/Loreto.

Not too long ago, mothers taking their children to the 6 De Octubre health center in Belen, Iquitos/Loreto for **growth and development monitoring services for children under five (CRED in Spanish)** faced quite an ordeal. Parents did not know how to request an appointment, suffered long waits and endured uncomfortable facilities. Patient files were in disarray and health personnel did not provide user-friendly guidance. Mothers would often wait one or two hours to have their children seen and so many of them were getting up before dawn to make their way to the health center. Others simply gave up.

Working toward their priority objective to eradicate chronic child malnutrition, the governments that make up the Decentralized Management Group (GGDs in Spanish) in Loreto reached agreement back in 2013 to improve CRED service delivery.

The USAID ProDecentralization Program provided technical assistance to assist the effort. To that end, efforts focused on improving CRED services at the 6 de Octubre health center through a variety of interventions. Each activity was implemented in coordination with the Loreto Regional Health Department (DIRESA in Spanish) and the Belen District Municipality. Highlights include.

- The Loreto DIRESA issued Regional Order 136-2014-GRL-DRSL approving a project to improve child health services at the 6 de Octubre health center by reducing wait times (March through September 2014).

- The Belen District Municipality issued Mayoral Resolution 0127-2014-A-MDB to acknowledge the institutions committed to developing a plan to reduce wait times in an effort to improve the quality of child health services delivered by the 6 de Octubre health center. In addition, the municipal government also issued Mayoral Resolution 0217-2015-A-MDB to acknowledge, register and provide credentials for the citizen oversight committee monitoring health services at the 6 de Octubre health center.

Nowadays, mothers taking their children in for CRED monitoring are benefitting from much better service delivery.

- The health center relocated the admissions area and the CRED service unit to provide more floor space and better lighting.
- Patient files are organized and readily available in the admissions area.
- Patient files are available on a data base.

- Appointments are posted on a white board that is readily visible.
- Improved signage to assist users.
- Poster boards throughout the facility provide user-friendly messages on topics of interest.
- A citizen oversight team monitors CRED service delivery.

The USAID ProDecentralization Program provided technical assistance to DIRESA to apply user perception surveys on CRED services. Survey results confirmed improvements, as follows.

- User satisfaction increased in 2015 to 100%.

- Users reported being satisfied with wait times. They used to wait an average of one hour and 56 minutes and are currently only waiting 40 minutes after their arrival at the health center.

II. REPORTS

2.1 ANNUAL PERFORMANCE INDICATOR REPORT FY3 2015: OCTOBER 2015 – SEPTEMBER 2015

2.2 ENVIRONMENTAL MITIGATION REPORT – EMR FY3 2015

2.3 FINANCIAL ANNUAL REPORT FY3 2015

III. MATRIXES